

Supporting the Fight,
Improving the Force,
Building the Future

2004 Acquisition Senior Leaders' Conference

August 9-12, 2004, Louisville and Fort Knox, Kentucky



Civilian Rotational Development Program (C-RDAP)

Lead – Ms. Maxine Maples and Ms. Eileen Reichler
Assist – Ms. LaVerne Kidd

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Agenda

Welcome - Introductions

Admin Remarks - Lunch will be a buffet provided in the Regency Ballroom.

Roles and Responsibilities - Note takers, assists, facilitators, and Change Leadership Team (CLT) representatives.

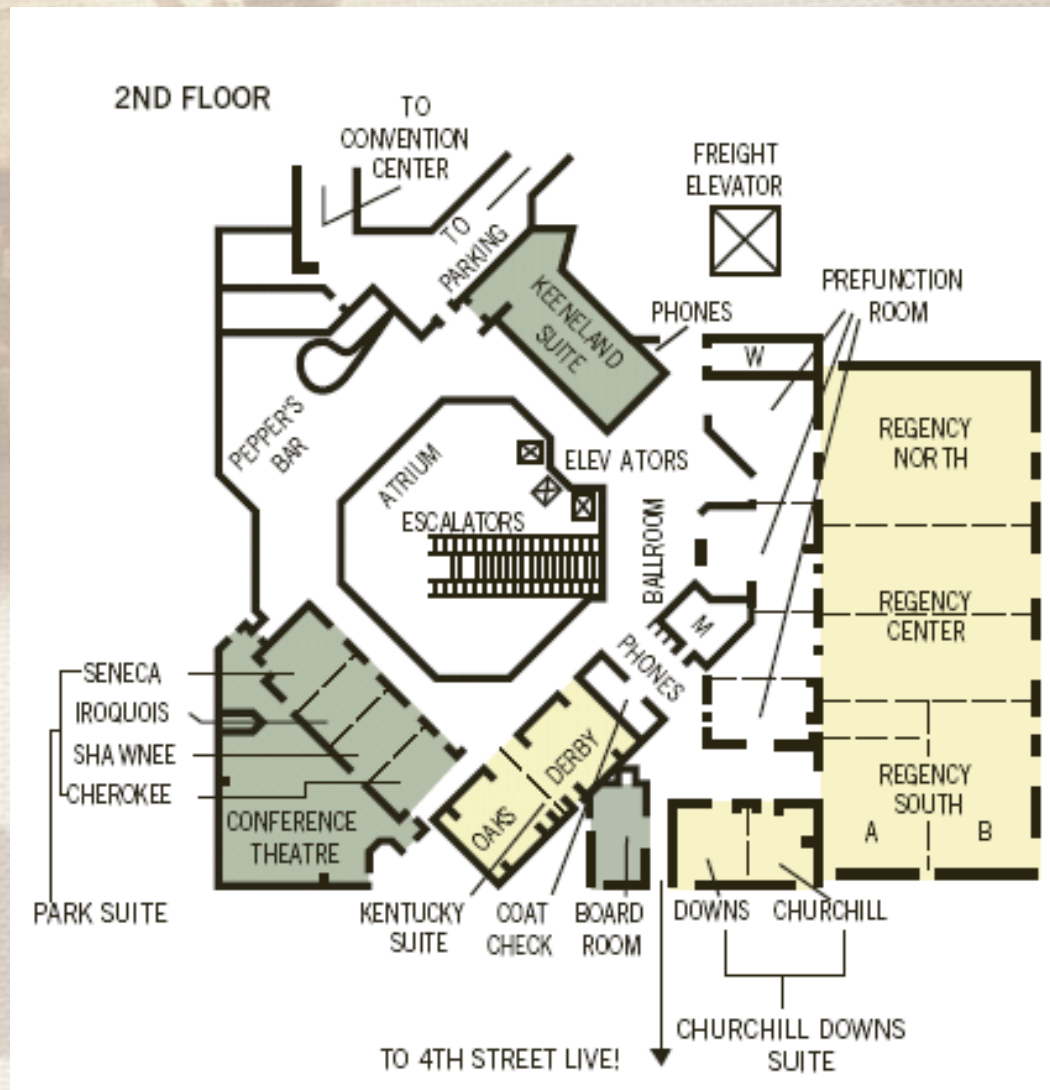
Rules of Engagement - Consensus is the name of the game.

Review of the Initiative - Campaign Plan, background/history, concept and action plans, progress to date, suggested topics, open discussion, summary of group input, and hand-off to CLT representative.

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Restrooms



2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Why are the workshops important?

- Mechanism for feedback on transformation
- Opportunity for impact on the directions of the project.

What is our challenge?

- To produce output
- Develop quad charts to capture group issues, recommendations, strategy/resource plan, and a timeline/deliverables.

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Where will our information go from here?

- **Output provided to the CLT for consolidation**
- **Recommendations provided to the MILDEP**
 - - **Continue on as planned OR**
 - - **Recommend azimuth adjustments**

Roles and Responsibilities



Note Takers: Captures notes of the workshop, especially, ideas, questions, and answers.

Assists: Supports the initiative/workshop leads both at the conference and outside the conference; serves as official back-up to the lead.

Facilitators: Initiative/workshop leads.

CLT Workshop Representative: Designated by his/her team; provides comments; assists facilitators, as needed.

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Rules of Engagement



All voices will be heard. Everyone is encouraged and asked to participate.

This is a non-attribution workshop.

We agree that we can disagree, and agree to come to a consensus. Consensus is the name of the game.

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Campaign/Transformation Plan Initiative



GOAL: Enhance individual professional development by providing opportunities for civilians to gain the experience to develop and strengthen needed functional and leadership competencies

- Decentralized and managed by Regional Directors at Regional Customer Support Offices (CSOs)**
- Target mid-level workforce members (GS-11 and/or broadband equivalent with at least one year specialized experience equivalent to GS-11) and GS-12/13 or broadband equivalent**
- Consists of two tracks - functional and leadership**

Concept and Action Plans



Concept Plan (see hand-out):

- **Purpose:** Reiterates Goal Of C-RDAP Initiative
- **Applicability:**
 - Workforce Members Certified Level III In Position Of Record: Eligible For Assignments In All Acquisition Career Fields
 - Workforce Members Not Certified Level III In Position Of Record: Eligible For Assignments In Their Career Field Only
 - Mid-level Workforce - GS-11 (With One Year Experience At That Grade), GS-12 And GS-13 (Or Broadband Equivalents)
- **Threats:**
 - Organizations Not Willing To Dedicate

Assignments
2004 Acquisition Senior Leaders' Conference

- Workforce Members Not Interested In Requesting Assignments
Supporting the Fight, Improving the Force, Building the Future

Concept and Action Plans



Action Plan (see hand-out):

- **Finalize C-RDAP Concept Plan**
- **Obtain Approval of RDAP from DACM/AAE**
- **Update RDAP Policy And Procedures**
- **Program Implementation**
- **Track Metrics**
 - **Number Of Assignments For Leadership Track**
 - **Number Of Assignments For Functional Track**
 - **Number Of Individuals Requesting Assignments For Leadership Track**
 - **Number Of Individuals Requesting Assignments For Functional Track**
 - **Need Further Definition**

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

RDAP Pilot Program



Background/History

- Initiative
- Objectives
- Implementation
- Process
- Results
- Program Evaluation
- Lessons Learned

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Acquisition Career Development Plan



An Integrated Model



2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future



Program Initiative

- **Provide Experience Required to Develop Functional and Leadership Competencies IAW ACDP**

- **Pilot Application of ACDP**

- **Position Identification - “What does the job offer?”**

- **Individual Assessment - “What does the careerist need?”**

- **Primary Focus on GS 12/13 population**

- **One Year Length of Assignment**

- **Provide Broadening Opportunities to Prepare for ABQ and CAP Positions**

- **Provide Central “oversight” of Locally Managed Program**

2004 Acquisition Senior Leaders’ Conference

Supporting the Fight, Improving the Force, Building the Future

RDAP Objectives

- **Broaden And Enhance Participants' Management And Leadership Skills And Competencies**
- **Develop Multifunctional Acquisition Skills And Competencies;**
- **Provide Opportunities For Increased Levels Of Responsibility And Skill Enhancement Through On-the-job Training.**

DEVELOPMENT OF PEOPLE VS. BEST QUALIFIED PLACEMENT

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Implementation Plan



- **Pilot Program in Southern Region**

- **Provide Policy Guidance to other Regions**

- **Identify Acquisition Positions with Functional and Leadership Competencies**

- **Assessment of Individual's Achieved and Needed Competencies**

- **Match Position Competencies with the Individual's Needs**

- **Develop Assignment/Placement Process**

- **Leverage Achieved/Needed Competencies of**

2001 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

- **Allow Individuals to Remain on Parent**

Position Identification



- **Identified by Directors/PEOs/PMs**
 - **Vacant Positions**
 - **Workload**
 - **Backfill Positions: LTT; TPs; Developmental**
 - **Special Projects (IPTs; SSEBs)**
- **Utilized RDAP Template**
 - **Position Information**
 - **Position Description**
 - **Contribution to Mission**
 - **Leadership Competencies**
 - **Functional Competencies**
 - **Significant Other Duties**

2004 Acquisition Senior Leaders' Conference

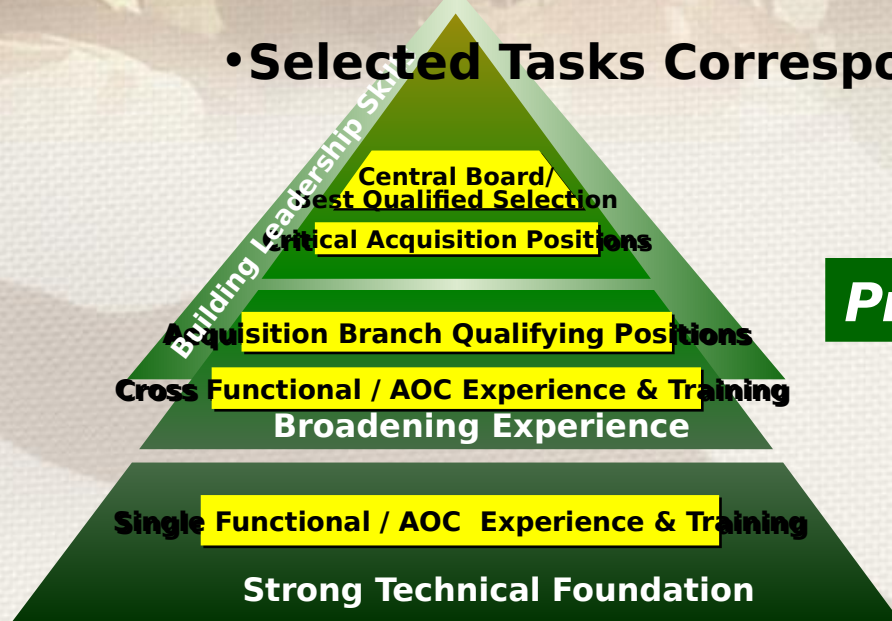
Supporting the Fight, Improving the Force, Building the Future

Position Identification

Format/Template for RDAP Positions

Position characterized in terms of tasks and competencies

- **Commands/Organizations used Knowledge about the Duties of a Position to Select Tasks**
- **Selected Tasks Correspond to Certain Competencies**



Proposed Competencies

**Leadership
Skills/Competencies**

**Functional Acquisition
Skills/Competencies**

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future



**Leading
Change**

**Leading
People**

**Results
Driven**

**Business
Acumen**

**Building
Coalitions/
Communicati**

LEADERSHIP COMPETENCIES

***Creativity and
Innovation***

***Continual
Learning***

***External
Awareness***

Flexibility

Resilience

***Service
Motivation***

***Strategic
Thinking***

***Conflict
Management***

***Cultural
Awareness***

***Integrity /
Honesty***

Team Building

Accountability

***Customer
Service***

Decisiveness

***Entrepreneurshi
p***

Problem Solving

***Technical
Credibility***

***Financial
Management***

***Human
Resources
Management***

***Technology
Management***

***Influencing /
Negotiating***

***Interpersonal
Skills***

***Oral
Communication***

Partnering

Political Savvy

***Written
Communication
s***

Vision

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Total Positions (35) by Organization

Organization	Positions
PEO AMD	11
PEO AVN	4
PEO TM	3
AMCOM	
RDEC	4
IMMC	7
AC	2
SMDC	2
COE	2
Total	35

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Individual Assessment

- **Submitted Application in Response to General Announcement/Survey**
- **What Does the Careerist Need/Desire?**
 - **Assess Achieved and Needed Competencies**
 - **Develop a particular functional or leadership competency**
 - **Additional Certification**
 - **Cross Command/Cross Functional Experience**
 - **Qualification Achievement Factors**

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

RDAP APPLICANTS - 18



Gender: 8 - Male 10 - Female

Primary Acquisition Career Field (ACF) (Requested

ACF)

5 - "S"	(4-"A"; 1-"K")
5 - "C"	(2-"A"; 2-"K";
1-"C")	
4 - "L"	(2-"A"; 1-"C";
1-"L")	
2 - "A"	(1-"C"; 1-"K")
1 - "K"	("A")
1 - "H"	("K")

Requested ACFs

(Available ACF

Positions)

"A" - 1 st choice for 9 applicants	(2)
"K" - 1 st choice for 4 applicants	(3)
"C" - 1 st choice for 3 applicants	(6)

2004 Acquisition Senior Leaders' Conference (9)

Supporting the Fight, Improving the Force, Building the Future

(14)

“Matching” Process

- **ACMAs Primary Focal Point with Organization Representatives**
- **Established Selection/Slating Criteria**
 - **Target Those With Longest Time/Same Place/Same Job**
 - **Additional Certifications**
 - **Individual’s Number One Choice, if possible**
 - **Individual Needed Competencies**
 - **Consider “best fit” based on individuals**
 - **Consider Previous Developmental Activities**
 - **Combination of Education/Training/Experience**
 - **Group by Categories**
- **Established Panel Review Process**
 - **ACMAs/Managers**
 - **Develop Recommendations for Placement**

2004 Acquisition Senior Leaders’ Conference

Supporting the Fight, Improving the Force, Building the Future

Selection/Slating

Process

- **Selection Board**
 - Developed OML Of Selected Candidates
 - Developed Draft Recommend Slating List For Slating Board
 - Five-member Composition
 - Representatives From Different Organizations
 - 3 Males (L Minority) And 2 Females
 - 3 Gs-15s; 1 GS-14; 1 SES Retired
- **Slating Board**
 - Developed Final Slating List To Specific Assignments
 - Provide Recommendation To Gaining Supervisor
 - Five-member Composition
 - ACMAs (Or Rep) Primary Members; ASC Rep;
 - Former ACMA, SES Retired, Voluntary Emeritus
- **Notification**
 - Individual Notified In Writing Of Selection; Specific Assignment

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

- Individual And Losing Supervisor Must Concur
- Gaining Supervisor Given Final Approval
- Memorandum Of Instructions Provided To Each

Selection Criteria



- **Category 1**
 - **Same Job for Extended Period**
 - **Lack of Depth in Experience/Leadership**
 - **Broad Interest in Cross Development**
 - **Limited Cross Organizational Experience**
- **Category 2**
 - **3 of 4 Criteria**
- **Category 3**
 - **2 of 4 Criteria**
- **Category 4**
- **Category 5**
 - **Recently Returned from Cross Development**

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

– **Self-Limited Cross Development**

Final Results



- **Total Applicants Selected and Slated: 15**
- **Status of Applicants:**
 - **7 Accepted Assignments**
 - **8 Declined Assignments**
 - **Promoted; Potential Promotion; NPS Selection; “Current Situation Improved”; Impact on Office Workload; Reorganization Concerns**
 - **Slating: 2 PEO AVN; 2 PEO AMD; 2 PEO TM; 1 AMCOM**
 - **3 - Different Command and Career Field**
 - **2 - Different Command in Current Career Field**
 - **1 - Different Career Field within Current Command**
 - **1 - Different Organization within Current**

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Program Evaluation



Conducted Mid-Point (Six Months); Completion Of Developmental Assignment; And Six Months After End of Developmental Assignment:

-ACMA(s) And Regional Director:

✓ **Surveyed RDAP Participants And Immediate Supervisors To Determine:**

- **Developmental Progress**
- **Issues And Concerns**
- **Lessons Learned**

✓ **Surveyed IDP Progress And Address Impediments To Achieving IDP Goals.**

✓ **Interviewed RDAP Participants And Supervisors**

• **RDAP Participants (both Individual and Supervisor) :**

-Assessed Training/Experience

-Addressed Issues And Concerns

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future



Lessons Learned

- **Needed More “A” Positions Identified**
- **Too Many Incomplete Packages**
- **Inadequate Goals, Objectives, Preferences and Disconnects**
- **Management Support Required At All Levels**
- **Smaller Number Applicants than Expected**
 - **Level III Requirement**
 - **Significant Number of Promotions**
 - **Management Support**
 - **Reorganization Concerns**
- **One Board vs. Two Boards**
- **Emphasis on Commitment When Applying**
- **Excellent Feedback from Participants (Employees/Supervisors)**

2004 Acquisition Senior Leaders' Conference

• **Program Considered Successful OSD Named RDAP as “Best Practice”**

Supporting the Fight, Improving the Force, Building the Future

Review of the Initiative



Progress to Date:





- RDAP Piloted In Huntsville/RSA Community In 2000- 2001 Timeframe**
- RDAP Policy And Procedures Updated, At OGC For Concurrence; Requires Revision Based on Results of Senior Leaders' Conference**
- CLT Developed Desired Leadership Traits**
- CLT Identified Eleven Dimensions of Early 2004 Acquisition Senior Leaders' Conference Identification of Global Leaders**

Discussion Topics for Open Discussion

- Suggested Discussion Topics - See Handout
- Open Discussion - Note Taker will capture discussion and recommendations
- Quad Chart Completion (Finalize during SLC Works

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Issues: 	Recommendations: 
Strategy/Resource Plan: 	Timeline/Deliverables: 

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future

Questions?

2004 Acquisition Senior Leaders' Conference

Supporting the Fight, Improving the Force, Building the Future